

### Preface

Succession Planning is a thoughtful process that can create a significant impact at your agency/institution. To ensure your agency gets the most out of the work you put into creating this plan, please review the reports in the reports listing as if you were the agency head, before you begin formulating your questions. That approach, combined with reviewing your agency's strategic plan and goals, will help you as you begin identifying the top workforce issues based on the data. Combined with your knowledge of your organization, you can then isolate what are true workforce challenges that your agency is facing. Creating your plan will take some time, so allot yourself plenty of time to begin drafting your succession plan.

### Template

The template is designed in PowerPoint. All of the pieces of the template can be moved or changed, so work within the template with care. Make it your own but do keep the order and the layout intact.

### Executive Summary

This is your place to provide highlights of your succession plan for your Cabinet Secretary/Board of Visitors. You may also use this space to provide a summary of your agency/institution including mission, headcount, geographic location etc. This agency/institution description may be helpful if the reader is unfamiliar with your organization. Please include what you believe is pertinent information but keep it concise and to no more than 3 paragraphs.

### Risk Factors

The mandate focuses on three areas that need to be highlighted in the succession plan which include: key personnel, those nearing retirement, and executive leadership positions. Here is a link to the [mandate](#) for quick reference.

The first risk factor that should be highlighted is key personnel referred to as "Workforce Planning Critical Positions (*WFP Critical Positions*)". *WFP Critical Positions*, are defined as, a positions that impact agency mission, operations, quality, strategy and customer engagement (Citizens of the Commonwealth). If unfilled, this positions can have a significant negative impact on executing the agency's mission

WFP Critical Positions will be a mandatory measure for all agencies. Once thorough analysis has been completed to determine the *WFP Critical Positions*, which should include number of roles, role types, role location, etc., then the data should be further analyzed to determine how many positions are filled by executives and those getting ready to retire.

In conjunction with evaluating those nearing retirement and in executive positions that are deemed critical, conduct an analysis of your entire employee population to determine what percentage of the workforce poses a retirement risk within the next five years. Do the same analysis for your executive leadership positions.

The other risk factors and observations shown along with critical roles should highlight the greatest talent risks impacting your agency/institution. The highlighted measures on page 2 should tie it all together for your reader, because you are telling the story to highlight what aligns with your agency's future workforce needs.

### Action Planning

This section should highlight the action steps the agency/institution is already taking to mitigate the identified risks if there are already plans in progress. Otherwise this section should summarize the action plans that are underway to start mitigating the identified workforce risks highlighted in the previous section. The actions plans that are listed should be strategies using **SMART** goals. A goal is **defined** as one that is specific, measurable, achievable, results-focused, and time-bound.

- LONG TERM:
- SHORT TERM:
- ON GOING ACTION:

### Signatures

Obtain the signature of your agency head prior to submission to DHRM and Cabinet Secretary. This is an opportunity for you to review your succession plan with your agency executive leader for buy-in and support of this mandate.

### Submission of Your Succession Plan

The plans will need to be submitted to the [DHRM.WFP@dhrm.virginia.gov](mailto:DHRM.WFP@dhrm.virginia.gov) mailbox by the deadline of June 30<sup>th</sup> annually. The plans will be reviewed for common workforce challenges throughout the Commonwealth.

### Appendix A

Appendix A is the place for you to include your detailed action plans and additional information for your succession plan. This could also be the place you create updates for your plan throughout the year so the plan continues to evolve.

**NOTE: The term “WFP Critical Positions” should be applied consistently across all HR plans, including the Agency Salary Administration Plan and Employment Plans.**

## Succession Planning Template Instructions

### Additional Resources

**Reports List** – The list on the following page shows all of the metrics and data that are available from various sources to be reviewed for your succession plans. The sources of the data are as follows:

- **HuRMan:** These reports are available if you have PMIS reporting access.
- **SAS-Visual Analytics:** A reporting tool that can be utilized to create custom workforce data reports. Until this tool is available to all agencies, please contact your assigned AHRM Consultant or our Workforce Planning Consultant for assistance.
- **HR At-A-Glance:** Annual metrics that are created per agency across a variety of HR areas

**Tool for Identifying Workforce Planning Critical Positions** – The risk assessment tool is an optional supplement to assist agency/institution(s) with identifying critical roles in a systematic format for their organization. The risk document is the last five pages of these instructions.

This document is not required to be completed. It is provided as a tool to assist HR professions, also to create a common and consistent method within the Commonwealth to define critical roles related to workforce planning.

**Consultants** – Your consultant and the Workforce Planning Consultant will be your partner throughout this process. Please make sure to engage them in reviewing your draft plans and for any questions and support needed.

## Succession Planning Template Instructions

### HuRMan Reports

Demographic	Pay Practices
Employee Counts	Competitive Offers
Actual Salary	In-Band Adjustments
Annualized Salary	In-Band Bonus
Pay Band	New Positions (non-layoff)
Race	Role Changes
Data by EEO Categories	Temporary Pay
Gender	Average Change in Salary
Age	Average % Change in Salary
Age Range	In-Band Adjustment details by Pay Band
Veteran Status	Performance Ratings
Years of Service	Performance Ratings
Years of Service (Range)	Performance Ratings by EEO Category
Telework Eligible Positions	Recognition
Employee Work Modes	Recognition by Type
Position Alternate Work Schedule	Average Award Amounts
Employee Alternate Work Schedule	Retirement Eligibility
Area	When Eligible for Unreduced Benefits
Location	When 65 Years Old with 5+ YOS
Disciplinary Actions	When 50 Years Old with 30+ YOS
Non Separation	Retirement Eligibility by EEO Category
Separation	Retirement Eligibility by Career Group
Exceptional Incentive Options	Role & SOC Code Rankings
Exceptional Incentive Options	Role Code by Population
Average Incentive Amounts	SOC Code by Population
Hires	Turnover
Hires	All Turnover
Rehires	All Turnover by YOS
Starting Salary by Pay Band	Layoffs (non-retirements)
Starting Salary by Role Code	Other Separations
Starting Salary by SOC Code	Removals
Layoffs	Resignations
Leave	Retirements
Separation	Combined Turnovers
Status Changes	Net Change in Employment

### SAS

Custom Reports	Custom Reports
Age of Service Retirement Heat Map	Stacked Bar Turnover Reasons
Age Range	Turnover Trends
Employee Org Crosstab	Work Title by Age Range
Retirement & Age Analysis	Retirements by Category
	Millennial Hiring
	Veterans Dashboard
	Service Retirement Trends

## Succession Planning Template Instructions

### HR-at-a-Glance

Employee Demographics	Reward and Recognition
Average Age	Recognition Bonus
Average YOS	Average Recognition Bonus
Average Education	Recognition Leave
Male	Average Recognition Leave Hours
Female	Employee Ideas Submitted
Minority	Governor's Award Nominations Submitted
Non-Minority	Performance Management
Veteran	Extraordinary Contributor (3 year trend)
Non-Veteran	Contributor (3 year trend)
Average Age Trends (Graph)	Below Contributor (3 year trend)
Average YOS Trends (Graph)	Training & Development
Job Categories	Employees Trained
Employment Level by Job Category	Average Training Cost per Employee
Employment Level by Job Category (graph)	Training as a Percentage of Payroll
Recruitment	Health & Safety
Vacancy Rate	Average Employer Health Benefits Cost per Employee
Average Vacancy	Average Employee Health Benefits Cost
Average Time to Hire	CommonHealth Participation Rate
Hiring Offers Accepted	Employees with Blood Pressure <= 140/90
Exceptional Recruitment Options	Employees with Cholesterol <= 200
Total Recruitments	Employees with Body Mass Index <= 35
Promotions	Disability Leave
Demotions	VSDP Return to Work Rate
Transfers	Workers Comp Return to Work Rate
New Hires & Rehires	Workers Comp Experience Modification Factor
Average Age of New Hires and Rehires	Community Service
Average Age of New Hires Trends (Graph)	Commonwealth of VA Campaign Participation
Average Turnover Trends	Commonwealth of VA Campaign Average Gift
Average Retirement Trends	Employees that Volunteer
Average Salary	Average Hours per Volunteer per year
Median Salary	Employees using Community Service Leave
Benefits as a Percentage of Average Salary	Average Hours Community Service Leave
Average Total Compensation	Work/Life Balance
Modal Pay Band	Positions Eligible for Alternate Work Schedule
Percentage of Employees w/Base Pay Changes	Eligible Employees Usage of Alt Work Schedule
Average Percent Change in Base Pay	Positions Eligible for Teleworking
Bonuses Awarded	Employees in Eligible Positions Teleworking
Average Bonus Percent of Salary	Average Annual Leave Earned
Change in Average Salary Trends (Graph)	Average Annual Leave Used
Management	Average Annual Leave Lost
Personnel Expenses as a Percentage of Budget	Fairness & Equity
Manager to Employee Ratio	Applicant Flow
HR to Employee Ratio	New Hire/Rehire
Employee Time Working	Performance Management

Succession Planning Template Instructions

Average Timeliness PMIS Employee Transactions

Personnel Expenses as a Percent of Budget Trends

Promotions

In-Band Adjustments

#### Fairness & Equity Cont'

Demotion

Recognition

Standards of Conduct

Voluntary Transfers

Average

Pre-Audit (graph)

Role Change

In-Band Bonuses



## Tool for Identifying Workforce Planning Critical Positions

Agency: \_\_\_\_\_

Manager: \_\_\_\_\_

Department: \_\_\_\_\_

Date: \_\_\_\_\_

### Introduction:

Succession planning is a proactive strategy of identifying, developing and retaining talent to meet short and long range human capital needs in support of the agency mission

The purpose of this interview is to identify factors that may have an impact on talent requirements in your organization, and identify the critical positions under your purview that should receive priority in the succession planning process. It is a “best practice” in succession planning to identify critical positions in order to focus efforts and prioritize the allocation of resources. By managing our most critical risks first, we will ensure that operational continuity is in place to sustain the achievement of business results and the delivery of public services. We will also build confidence in the succession process so that, similar to strategic and operational business planning it will become embedded as an ongoing and valued process in our organizations.

### **Implications of Current and Future Business Strategy**

1. What internal and external business drivers exist that may affect your mission, strategic goals/objectives, strategies or structure over the next five years?

2. What are the key workforce implications of these changes? What specific occupational groups or positions may be affected? What changes do you foresee in the skill sets or competencies required to perform effectively in your organization?



## **Tool for Identifying Workforce Planning Critical Positions**

### **Questions to Identify WFP Critical Positions**

1. What positions (are instrumental to delivering on the agency commitments and agency mission (i.e. performance goals)?
2. What positions exert critical influence on achieving operational and strategic goals (i.e. business plans)?
3. What positions are essential in meeting legislative or regulatory requirements?
4. What positions are instrumental to the health, safety or security in the workplace?

### Tool for Identifying Workforce Planning Critical Positions

Identify additional positions on a separate sheet if required

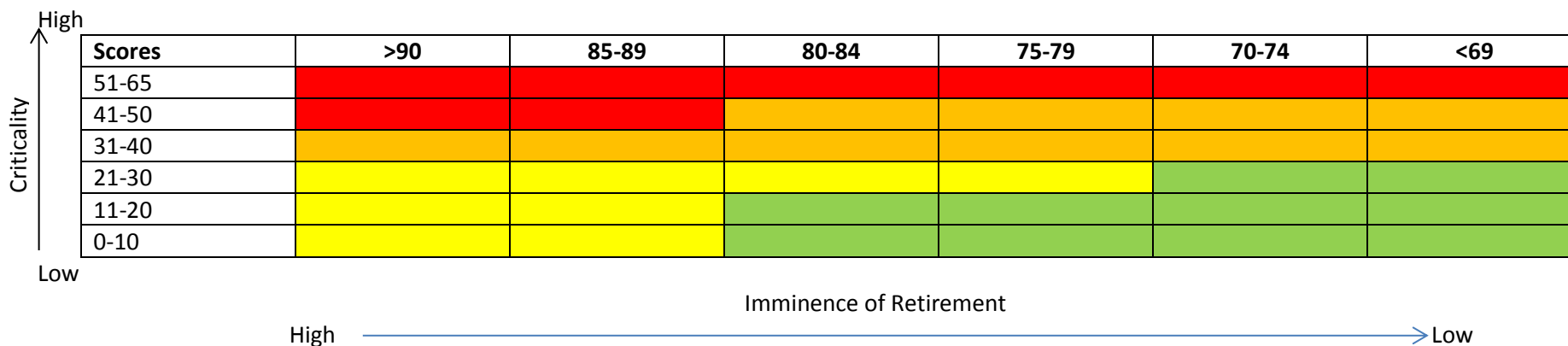
**Please complete a copy of this form for each WFP Critical Position that has been identified**

<b>Please indicate the extent to which you agree with the following statements using the 0-5 scale.</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Somewhat Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
If this position were left vacant, it would cause serious difficulties in delivering on commitments and agency/institution priorities	5	4	3	2	1	0
If this position were left vacant, it would cause serious difficulties in achieving operational and strategic goals at the department level.	5	4	3	2	1	0
If this position were left vacant, it would cause serious difficulties in meeting legislative or regulatory requirements.	5	4	3	2	1	0
If this position were left vacant, it would be detrimental to the health, safety or security in the workplace	5	4	3	2	1	0
There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.	5	4	3	2	1	0
The skills & competencies required to perform this position are highly sought after in the labor market	5	4	3	2	1	0
This is a high turnover position	5	4	3	2	1	0
This position would be difficult to fill because it requires specialized expertise and experience that is not readily available in the organization or the labor market.	5	4	3	2	1	0
This position is difficult to fill because of the geographic location the position is located.	5	4	3	2	1	0
This position requires a high degree of specialized/corporate knowledge transfer to ensure continuity in the performance of the function.	5	4	3	2	1	0
There is no bench strength for this position with candidates who could be ready to step up if it becomes vacant.	5	4	3	2	1	0
There isn't an agency program that is developing candidates for this position that could be ready to step up if it becomes vacant.	5	4	3	2	1	0



### Tool for Identifying Workforce Planning Critical Positions

This position is deemed "essential" for emergency situations	5	4	3	2	1	0
<b>Criticality Score</b>	<b>51-65</b>	<b>41-50</b>	<b>31-40</b>	<b>21-30</b>	<b>11-20</b>	<b>0-10</b>
<b>Imminence of Retirement: incumbent age + YOS =</b>	<b>&gt;90</b>	<b>85-89</b>	<b>80-84</b>	<b>75-79</b>	<b>70-74</b>	<b>&lt;69</b>



#### Legend of Position Criticality

Imperative
Important
Discretionary
Not Urgent

#### Risk Mitigation

What are some techniques or steps taking place to mitigate the risk for this position? Example risks that can be associated with a loss of a WFP Critical Position include code violation, regulatory risk and quality.